

FROM: Assistant for Administration

DATE: 29 Oct 64

	TO	INITIALS	DATE	REMARKS
DIR				
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EXEC/DIR	1	info		Sent to Borel per his request.
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ASST FOR ADMIN				
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LO/CGS/CIA				
LO/NSA				

*Organization*

## IMPORTANT POINTS IN THE CONDUCT OF THE MANAGEMENT SURVEY

### 1. Top Management Direction

The survey must receive the whole-hearted support and personal direction of the AD or at a minimum the DAD.

### 2. Use Full Chain of Command

All senior managers and supervisors must play an active role in the carrying out of the survey. This is no job for a staff alone.

### 3. Set Objectives

The objectives of the study must be clearly spelled out ahead of time and be fixed in the minds of all who participate. These objectives, however worded, correspond closely to the questions raised on the preceeding page.

### 4. Validate Responsibilities

It must be proven that the mission and functions being performed represent a valid discharge of the responsibilities assigned the organization. If they cannot be proven necessary they probably should be dropped.

### 5. Provide Basic Assumptions for Common Understanding

Everyone participating in the survey must work from a common base. Estimates of on-coming workload, validation of functions to be performed, priorities of work to be done, etc., should be established, even if on an arbitrary basis.

### 6. Create Committees for Cross Check

A Steering Group, comprised of the several senior members of the organization, can be established to direct and monitor the overall activities of the survey. Sub-groups of division chiefs and/or branch chiefs can be used to survey the principal areas of activity and functions being performed in the office. Through this mechanism no individual is left to come up with unilateral statements of facts or projections which cannot be verified.

7. Use Detailed Functional Approach

The functions performed in the office should be isolated and studied as opposed to the normal concept of reviewing the office by sub-organization, namely, division, branch and section. Since the organization was created presumably to carry out the functions it is the functions themselves that are of primary interest.

8. Work in Man-hour Figures, Not Numbers of Personnel

Net man-hours required to perform a given job or function should be determined and then converted to personnel. Estimating the number of personnel can magnify the effect of error and make it harder to determine just how much working time is required for a given function.

9. Creating a Follow-up Mechanism

Some element should be given the responsibility to develop a statistical approach for the continuing examination of the use of manpower within the office. The need for this, the amount of investment to be made and the practicality of producing meaningful results will vary, of course, with the type of activity and size of organization.

POSSIBLE QUESTIONS TO ASK TO DETERMINE THE NEED  
FOR A DETAILED MANAGEMENT SURVEY

1. What is my organization doing?

Do I know in detail the functions that my organization is performing and the reasons that it is performing them.

2. What is my organization supposed to be doing and how does it compare with what is being done?

Is my organization carrying out the letter and intent of the NSCID, DCID, DD/I Instruction or whatever the enabling authorities might be.

3. What is the cost, particularly in manpower, of the functions now being performed?

Do I really know in detail how many men are performing what functions and for what end.

4. What should it be costing me both now and projecting into the future to accomplish the jobs which my organization was set up to perform?

Have I any real method of determining what investments I should make and will have to make in order to carry out my responsibilities.